



**MISSOURI
DEPARTMENT OF SOCIAL SERVICES**

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Matt Blunt
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Deborah E. Scott
Director

Relay Missouri
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July 15, 2008

The Honorable Matt Blunt
Governor of the State of Missouri
State Capitol Building, Room 216
Jefferson City, Missouri 65101

Dear Governor Blunt:

The Department of Social Services is directed by statute to report to the General Assembly on performance-based contracted case management for child welfare. The attached report covers the second year of this program, which ran from October 1, 2006, through September 30, 2007.

I am happy to share that this initiative has increased the state's capacity to provide quality services to vulnerable children and their families. It has also helped the Children's Division reduce public caseloads and make marked progress toward meeting accreditation standards. Below are some of the highlights of this report:

- Performance-based contracts are established in three regions of the state (St. Louis, Kansas City and Springfield) through seven contractors. In addition, there are two Children's Division control sites in Kansas City and Springfield.
- In most cases, contractors and control sites are meeting established performance targets. For those performance targets not being met, corrective action plans are in place and significant progress is expected in the third year of the program.
- Costs are established through actuarially sound rate ranges and include case management, administrative costs, special expenditures for children, resource funding for recruitment of foster and adoptive parents, foster care maintenance and residential treatment costs.
- An independent evaluation of the performance-based case management program by the University of Missouri yielded several suggestions, many of which have been implemented by the department and its partners.

- Based on the outcomes of the first two years of the program, the department is recommending the program be continued. The existing three-year contract period expires in September 2008. The department is currently in the process of bidding the next three-year period with contract awards expected by late August 2008.
- Based on the success of the program the department is interested in an expansion to the central, south central and southwest regions of the state. This would potentially add 315 cases to the current 2,287 cases.

I will be happy to discuss this report with you as needed.

Sincerely,

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Deborah E. Scott
Director

Enclosure



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July 15, 2008

The Honorable Michael R. Gibbons
President Pro Tem
Missouri Senate
State Capitol, Room 236
Jefferson City, Missouri 65101

Dear Senator Gibbons:

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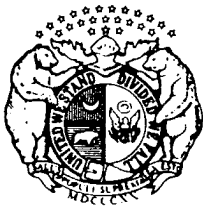
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July 15, 2008

The Honorable Rod Jetton
Speaker of the House
Missouri House of Representatives
201 West Capitol Avenue, Room 308
Jefferson City, Missouri 65102

Dear Mr. Speaker:

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Deborah E. Scott
Director

Enclosure



**Year Two Report to the General Assembly on
Performance-Based Contracted
Case Management of Child Welfare Cases**

July 2008

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Introduction

State statute 210.112.6 requires the Missouri Department of Social Services' Children's Division to report to the General Assembly on the implementation of contracted case management of child welfare cases including:

- Details about the specifics of the contracts, including the number of children and families served, the cost to the state for contracting these services, the current status of the children and families served, an assessment of the quality of services provided and outcomes achieved and an overall evaluation of the project; and,
- Recommendations regarding the continuation or possible statewide implementation of the project; and,
- Any information or recommendations directly related to the provision of direct services for children and their families as requested by the contracting children's services providers and agencies.
- This report covers Year 2 (October 1, 2006-September 30, 2007).

Background

Missouri has a longstanding public-private partnership in the delivery of services to the child welfare population. The Department of Social Services (DSS) has historically relied on the private sector to deliver services such as residential treatment and mental health services to children. In 1988, the DSS Division of Family Services (DFS) began contracting with the private sector for adoption case management services through adoption recruitment and assessment contracts. The scope of these services was limited, until 1997, when contracts were entered into specifically for foster care and adoption case management services. In 2000, when the contracts were re-bid, there was significant growth in the number of the children case managed through the private sector. However, these contracts were not performance-based because outcome targets were not prescribed, and Children's Division staff continued to be involved in limited aspects of the case management process, i.e., court hearings, licensing, etc. Reimbursement was per diem based and contractors were required to use the division's foster homes.

In 2002, DFS held its first stakeholder meeting to discuss performance-based contracting for the delivery of foster and adoption case management services.¹ Before a contract was fully developed, HB 1453 was enacted. The division was directed to focus its efforts on geographic areas of the state, including Greene County, with eligible direct children's services providers and agencies available and capable of providing a broad range of services. By June 1, 2005, the division entered into contracts with qualified providers for comprehensive services delivery systems for children and families. These performance-based contracts

¹ In August 2003, the Children's Services arm of the Division of Family Services became the Children's Division.

were developed through a series of statewide and regional meetings, with input from the public and private sectors.

Contract Awards

The division opted to award performance-based foster and adoption case management contracts to seven consortiums effective June 1, 2005. The contractors were given one quarter of start-up time to prepare for delivery of services. The contracts were awarded for a three-year period with the first year being September 1, 2005, through September 30, 2006, and year two running from October 1, 2006, through September 30, 2007. The division sought fewer contractors for the performance-based contracts than were historically used in the case management contracts because it provided contractors an opportunity to build consortiums to pool resources to provide a broader continuum of services. The broad continuum of services allowed reduced public sector caseloads and meant fewer additional employees were required to achieve accreditation.

St. Louis
Service Area

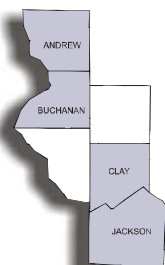


St. Louis Region Contract Awards

These provider consortiums serve St. Louis City, St. Louis County, St. Charles and Jefferson counties.

<ul style="list-style-type: none"> Missouri Alliance Permanency Program <ul style="list-style-type: none"> ➤ Missouri Alliance for Children and Families ➤ Boys and Girls Town ➤ Edgewood Children's Center ➤ MBCH Children and Family Ministries, an affiliate of Missouri Baptist Children's Home ➤ Presbyterian Children's Services, Inc. ➤ Evangelical Children's Home 	<ul style="list-style-type: none"> St. Louis Partners <ul style="list-style-type: none"> ➤ Catholic Charities ➤ Catholic Services ➤ Bringing Families Together ➤ Our Little Haven ➤ Lutheran Family and Children Services
<ul style="list-style-type: none"> Children's Permanency Partnership, LLC <ul style="list-style-type: none"> ➤ Family Resource Center ➤ Epworth ➤ Youth In Need ➤ Urban Behavioral Health Services 	

Kansas City Service Area

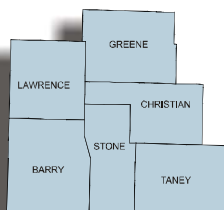


Kansas City Region Contract Awards

These provider consortiums serve Jackson, Andrew, Buchanan and Clay counties.

- | | |
|--|---|
| <ul style="list-style-type: none"> • Cornerstones of Care <ul style="list-style-type: none"> ➤ Gillis Center ➤ Marillac Center ➤ Ozanam ➤ The Spofford Home ➤ MBCH Children and Family Ministries, an affiliate of Missouri Baptist Children's Home | <ul style="list-style-type: none"> • Family Advocates, LLC <ul style="list-style-type: none"> ➤ Crittenton Behavioral Health ➤ Catholic Charities |
|--|---|

Springfield Service Area



Springfield Region Contract Awards

These provider consortiums serve Greene, Christian, Taney, Lawrence, Barry and Stone counties.

- | | |
|---|---|
| <ul style="list-style-type: none"> • Boys and Girls Town <ul style="list-style-type: none"> ➤ Boys and Girls Town ➤ MBCH Children and Family Ministries, an affiliate of Missouri Baptist Children's Home ➤ Presbyterian Children's Services, Inc. ➤ Missouri Alliance ➤ Burrell | <ul style="list-style-type: none"> • Springfield Partners, LLC (began serving children in September 2006, during the second year of the contract) <ul style="list-style-type: none"> ➤ Alternative Opportunities ➤ Catholic Charities ➤ Good Samaritan Boys Ranch ➤ Lutheran Family and Children Services |
|---|---|

Children's Division Control Groups

Mirror (control) pilot sites were established to replicate key contractual requirements to evaluate and compare public and private sector performance. Control groups within the Children's Division in Greene County and Jackson County were designed to match the contractors on criteria such as:

- Type of caseload served;
- Caseload size;
- Supervisory ratios;
- Staff development expectations; and,
- Random assignment of cases.

Outcomes

Outcome targets used to evaluate contractor performance were negotiated through the Request for Proposal (RFP) process. Each consortium's chief executive officer (CEO) discussed the revision of outcome targets for Year 2 and Year 3 of the contract with the Children's Division. It was agreed to continue using the Year 1 targets.

As you can see from the summary (below), while performance outcome goals for permanency were not met by all consortiums in Year 1, outcome measures were positive overall. Year 2 performance goals for permanency were met by all contractors in the Kansas City and Springfield Regions, as well as the Children's Division control units. The providers in the St. Louis Region met the outcome measures for re-entry and safety.

Performance-Based Contracted Case Management of Child Welfare Cases Outcomes Summary				
Domains	Measures	Target	Results	
			Year 1 (September 1, 2005- September 30, 2006)	Year 2 (October 1, 2006- September 30, 2007)
First Year Final Re-entries	Percent that did not re-enter care	91.4%	All contractors met or exceeded this target, as did both mirror units.	All contractors met or exceeded this target, as did the Greene County mirror unit. The Jackson County mirror unit did not meet the target.
Second Year Preliminary Re-entries	Percent that did not re-enter care	91.4%	Not applicable	Six of the seven consortiums are currently meeting or exceeding this target as is the Greene County mirror unit. The Jackson County mirror unit is not currently meeting this target.
Stability	Percent of children served with two or fewer placement moves	82%	All contractors met or exceeded this target as did both mirror units	Four of the consortiums met or exceeded the target, as did the Greene County mirror unit. The St. Louis contractors and the Jackson County mirror unit did not meet this target.
Permanency	Percent of children achieving permanency by reunification, adoption or guardianship	Targets are 24%, 30% or 32% depending on the region	Contractors in the Kansas City and Springfield Regions met or exceeded the target, as did the Jackson County mirror unit. Neither the Greene County mirror unit nor the St. Louis contractors met this target.	Contractors in Kansas City and Springfield Regions met or exceeded the target, as did the mirror units in Jackson County and Greene County. The St. Louis contractors did not meet this target.
Safety	Percent of children in foster care that will not experience child abuse/neglect	99.43%	Six of the seven consortiums and both mirror units met or exceeded this target	Five of the seven consortiums and both mirror units met or exceeded this target

Table Notes:

The initial operational definition for the residential utilization measure did not clearly identify the actual usage of residential care and a workgroup was formed with both private and public participants. A new operational definition was developed for Year 3 of the contract.

The measure for resource homes was a self-reported target that each consortium stated in their initial proposal at the beginning of the contract year in September 2005. Only two of the consortiums failed to meet this target.

A detailed outcomes report is available as Appendix A.

The consortiums were asked to submit corrective action plans for domains where targets were not met in Year 2. These plans were reviewed and approved by the Children's Division. Each plan included target dates for implementation and completion. Most of the plans consisted of additional training opportunities for staff at all levels, along with case file reviews to target improvement in patterns and/or trends. All of the consortiums were able to report that implementation of their action plans were in process. Some of the corrective action steps have been fully implemented and many of these actions remain ongoing. The majority of the consortiums reported that this process has been very positive and are anticipating improved outcome measures for Year 3 of the contract, which ends September 30, 2008.

Cost

Reimbursement needs to be sufficient to meet the true cost of the services provided to children. The Children's Division contracted with Mercer Government Human Services Consulting to develop an actuarially sound case rate range for case management services (case management, administrative costs, special expenditures for children, resource funding for the recruitment of foster and adoptive parents, foster care maintenance and residential treatment costs) in selected counties. These rate ranges were used in awarding contracts.

In SFY-2008, the average annual cost paid per case was \$23,505 (\$1,959 per month). In addition to the case rate paid to the contractors, there is an average annual cost per case of \$1,098 for the state to monitor the contracts. The annual cost of the contract was \$53.8 million (\$56.3 million including state monitoring costs). (Note: These costs include changes to the contracts adding foster care maintenance [room and board] and residential treatment services in December of 2006.) In SFY-2008, funding was increased to accommodate an additional 105 cases bringing the total number of cases managed to its current level of 2,287. The additional 105 cases were distributed among the Springfield contractors, in preparation for Greene County's Council on Accreditation review in June 2008.

Lessons Learned

- In addition to the communication that occurs on an as needed basis, the Division Director and other key staff from the Children's Division continue to meet with the CEOs of the contractors on a regular basis to remove barriers to the successful implementation of Missouri's public-private partnership. Meetings during the first year were held on a monthly basis. In the second year, it was mutually agreed these meetings would be held quarterly.
- Having four meetings annually to examine current issues surrounding contract implementation and the support contractors receive from Children's Division case management oversight specialists at the local level is beneficial. Children's Division staff and program management staff from the contracted providers participate in these meetings. Each county assigning cases to the contractors has designated staff to oversee the contracts and provide technical support to the contracted staff on

case enrollments and disenrollments. These meetings are beneficial because successes and challenges are discussed and opportunities to form ad hoc workgroups with equal representation to recommend changes are provided. In the past, these groups have discussed revision of the residential utilization measure, identified positive goals for youth not achieving permanency and addressed the process for expediting adoption subsidies.

- In the spring of 2007, the Children's Division Director met individually with each contracted consortium and the control units to discuss their successes in achieving the Year 1 outcomes, barriers they encountered and suggestions for strengthening the ongoing partnership.

Several strengths and positive outcomes of the collaboration were identified:

- Flexibility and creativity in developing case plans for families;
- Ability to authorize and pay for services in a timely fashion;
- Manageable caseloads allowing for timely court reports and visits with the families;
- Value of staff with previous adoption experience, which helps move children to permanency more quickly;
- Examination of outcomes to identify strategies for improvement;
- Consideration for what is best for families, children and workers;
- Importance of 1:7 supervisor/staff ratio in providing staff with adequate support;
- Responsiveness of Children's Division staff to questions and concerns; and,
- Consortiums working together and communicating to share resources.

To assure all foster parents are able to access training in a timely manner, STARS Train the Trainer manuals (the Children's Division foster parent training curriculum) were distributed to each consortium so they, along with the Children's Division, may train foster parents.

Challenges identified in the meetings included:

- Developing new outcomes to show work being done with older youth at risk of not achieving permanency;
- Retooling the residential placements measure to ensure a meaningful outcome;
- Understanding and completing subsidy paperwork for adoption and guardianship; and,
- Addressing availability of foster homes.

Additional suggestions to incorporate as the partnerships continue included:

- Developing quality improvement forms to be used in a reciprocal way to track concerns from performance-based contract providers; and,
- Clarifying some contract language and including a stop loss clause.

- Sharing innovative strategies and maintaining an ongoing dialog on effective child welfare practices is beneficial. At the conclusion of the Year 2 Outcomes report (February 2008), a public-private summit brought Children's Division staff and private contractors together. A Summary of the Child Welfare Practice Summit is attached as Appendix B.
- Implementing a Continuous Quality Improvement (CQI) process at the local and regional levels to emphasize issue resolution at the local level, ongoing planning for improved service delivery, and collaboration is beneficial. CQI meetings occur on a regular basis at the local level.

In addition to these meetings, the consortiums were invited to submit comments to meet the statutory requirements in 210.112.6, *any information or recommendations directly related to the provision of direct services for children and their families that any of the contracting children's services providers and agencies request to have included in the report.*

Family advocates in Kansas City submitted the following comment for this year's report:

It has been a great pleasure to continue to serve foster children and their families during the second year of the foster care case management contract. Family Advocates, LLC, continues to work closely with the Children's Division to assure quality care is being given to this vulnerable population of children. Our relationship with the Children's Division has been positive and a great deal of respect exists between us. We have been grateful for the times when problems have been identified and together, we have been able to find resolution. It is our belief that the positive outcomes that have been achieved during this reporting period are a result of the hard work and dedication of both the public and private agencies in serving foster children and their families in the state of Missouri.

Challenges

- In December 2006, per a contract amendment, contractors were required to pay subcontractors directly and required edits in the state's system to accomplish this. Prior to this subcontractors were paid by the state. The contracted providers were satisfied this challenge was addressed in an appropriate manner and they were able to help the placement providers with this process before its implementation. While some payment issues continue to surface, they are being addressed as they arise.
- Challenges have been encountered on issues of timely completion of data entry by both private and public agency staff that affected outcomes reporting and child care authorizations. Timely notification

when reporting critical events and utilization of resource homes has been an additional challenge and both are improving.

- Replacement cases were given to the providers to replace those children that left the child welfare system and did not achieve permanency in Year 2. These are often older children that *age out* or instances where the court drops jurisdiction. Replacement occurred on a one-for-one basis, but was not captured in the monthly rotation of cases assigned to the private agencies. Outcome measures were identified in a joint workgroup to examine the circumstances under which these children exit care and will be measured for Year 3 of the contract.
- Since the last report to the General Assembly, the Children's Division has issued two formal letters of concern to two different consortiums. The first letter of concern involved a failure to report a possible breach of security to the Children's Division involving stolen laptop computers. Follow up on this issue indicated no breach of confidentiality. The second letter of concern involved an incident in which visitation with the foster child in the placement provider's home was not conducted timely. As a result of this reported concern, the Children's Division requested a corrective action plan that consisted of the contractor completing a random case review focused on visitation compliance. The Children's Division continues to monitor activities associated with the corrective action plans.

Concerns received regarding the contracted providers service delivery are noted and resolution is tracked. Trends can be noted and may result in a request for a formal corrective action plan. The private agencies have implemented aggressive action plans to address concerns brought to them by the division. They have also been very cooperative in providing information when calls have been received by the Governor's Office, Legislators, the Office of the Child Advocate and the Children's Division Central Office Constituent Unit.

Evaluations

Independent Evaluation

The Children's Division contracted with the University of Missouri-Columbia to conduct an independent random case assignment for the initial Year 1 caseloads in 2005 and to conduct an independent evaluation to address performance of the contractors, mirror (control) units and the rest of the Children's Division within the contracted case management regions. The university began a series of focus groups with stakeholders in March 2006 and completed their work in May 2007.

Summary and Status of Independent Evaluation Recommendations From Focus Groups and Group Surveys:

- Joint training on case process, case/risk assessment and behavioral change modalities

Contractors are invited and participate in various joint training sessions, including a Practice Summit held to discuss *lessons learned*. Contractors will be very involved in all training provided in preparation for the second federal Child and Family Services Review.

- Continuously reinforce positive attitudes about the partnership

As noted in the body of this report, Missouri was showcased at the 2007 National Summit on Public/Private Partnerships, sharing strategies for positive collaboration.

- Increase recognition opportunities for Children's Division staff

Local administrators and supervisors use various means of recognizing exemplary work and accomplishments of front line staff. The Division Director holds quarterly video teleconferences to communicate with staff across the state. Frequently, staff in the field are asked to share with the rest of the state innovative ideas or ways they have improved outcomes for children and families. The division continues to advocate for increased pay for front line workers and supervisors.

- Sustain continuous quality improvement efforts

Continuous quality improvement meetings are held at the local, regional and state levels. Public oversight staff and private provider staff discuss any concerns and collaborate on solutions.

- Decrease public caseloads

This is being done through our efforts to meet Council on Accreditation national standards. The foundational support for this has been through increased contracting with private providers for case management of children in foster care. As children are moved to the private sector, this is helpful in bringing public caseloads into compliance with national standards.

- Increase training on legal issues

This has been occurring across the state with a focus on investigations. The division has designated an attorney to be the coordinator and primary provider of legal issues training. As new training is developed to address various aspects of permanency planning and courtroom skills, private providers will be included.

- Develop supervisory case review tools

This has been done, and though not mandatory, these tools are available for all to use. All private providers participate with the public sector in peer record reviews.

- Outcomes placed in the context of resources and constraints of partners

Outcome targets are negotiated between the providers and the division annually. When new, more effective measurements have been needed, they have been developed in collaboration.

- Continuous comprehensive cost analysis

Cost data is gathered and reported regularly. Analysis is ongoing.

Quality Improvement Center (QIC) Grant

The National Quality Improvement Center on the Privatization of Child Welfare Services (QIC PCW) has established an evaluation to study the public-private partnerships occurring around the country. Through a competitive application process, Missouri, Illinois and Florida were selected to participate in this cross-site performance-based contract evaluation for the next three years ending in September 2010. This project will examine the long-term maintenance supports and quality assurances processes needed to successfully implement a performance-based contracting system for case management services for out of home care. External evaluators for this project are the University of Missouri-Columbia School of Social Work.

Staff from the Children's Division and representatives from several of the consortiums attended the National Summit on Public/Private Partnership, sponsored by the Administration for Children and Families and the QIC PCW, held on September 19-20, 2007, in Chicago, Illinois. The purpose of the summit was to bring together leaders in the public child welfare and private provider communities to share innovative strategies and dialogue on effective practices. Seventeen states shared their current structures and strategies for promoting ongoing communication and collaboration between public and private agencies. Missouri representatives participated in two general session presentations.

Recommendation

We recommend the contract for performance-based case management services be continued.

Improving outcomes for children case managed by private and public staff is our ultimate goal. This initiative has markedly increased the capacity to provide quality services to vulnerable children and their families. It has enabled the Children's Division to reduce public caseloads and is essential to the state's efforts to meet accreditation standards. The inclusion of public control (mirror) units allows us to monitor both performance and cost.

Overall, we believe the partnership has been successful in making the transition to a performance-based contract for case management. While performance outcome goals for permanency were not met by all consortiums in Year 1, outcome measures were positive overall. Year 2 performance goals for permanency were met by all contractors in the Kansas City and Springfield Regions, as well as the Children's Division control units. The providers in the St. Louis Region met the outcome measures for re-entry and safety. As referenced earlier in the Outcomes section of this report, contractors have submitted corrective action plans with strategies to improve performance on those domains where the targets were not met.

The current contract will expire on September 30, 2008. Because of Missouri's positive experience, a new contract has been developed including those regions now covered under the existing contract. Based in part on lessons learned, the contract language has been modified so it may be more easily

understood by all parties. The RFP for this new contract was released by the Office of Administration in late May 2008 and is currently in the procurement process. Children's Division anticipates award of the bid by mid to late August 2008, with an implementation date of October 1, 2008.

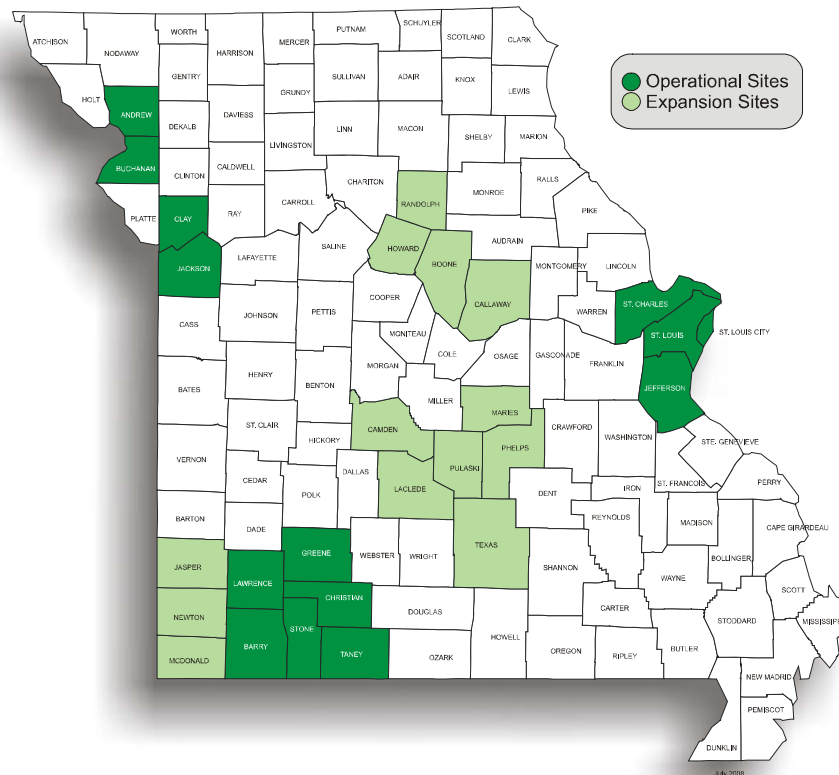
Expansion of Project

The Children's Division is interested in an expansion of performance-based contracting to a large rural, multi-county circuit to examine its effectiveness in a geographical region. We propose to expand to the:

- Central region of the state including the 13th Circuit (Boone and Callaway Counties) and the 14th Circuit (Randolph and Howard Counties);
- South central region including the 25th Circuit (Maries, Pulaski, Phelps and Texas Counties) and two counties in the 26th Circuit (Camden and Laclede Counties); and,
- Two additional circuits in the southwest region of the state, Circuit 29 (Jasper County) and Circuit 40 (Newton and McDonald Counties).

Under this plan, we anticipate approximately 105 cases (one supervisory unit) will be contracted in each region, increasing the number of cases by 315.

Performance-Based Contracted Case Management of Child Welfare Cases Operational and Expansion Sites



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Appendix A

The following outcomes report includes dynamic data and is accurate as of the day of report generation. It should be understood by the reader that child abuse and neglect incidents can be overturned, that data is subject to change due to input errors and correction and children can be included that were referred to the contractor up to the end of the reporting deadline.

Detailed Performance-Based Contract Outcomes

Contractual Year 1 (9/1/05-9/30/06*)

Domain	Data Elements	6ZA Missouri Alliance	6ZB Children's Perm Partner	6ZC St. Louis Partners	6ZD Cornerstones of Care	6ZE Family Advocates	6ZF Boys & Girls Town	6ZG Springfield Partners**	6ZH Jackson Co Pilot	6ZI Greene Co Pilot
Re-entries	Total Population	707	704	292	413	224	279	120	199	257
	Re-entries	4	2	0	6	1	3	0	6	0
	Total # Exits	215	216	116	184	110	84	0	110	68
	% Did Not Re-Enter Care	98.1%	99.1%	100.0%	96.7%	99.1%	96.4%	N/A	94.5%	100.0%
	Target	91.4%	91.4%	91.4%	91.4%	91.4%	91.4%	91.4%	91.4%	91.4%
Stability	#Children w/0, 1 & 2 Moves	654	644	264	385	212	266	120	178	245
	% W/2 Or Less Moves	93%	91%	90%	93%	95%	95%	100%	89%	95%
	Target	82%	82%	82%	82%	82%	82%	N/A	82%	82%
Permanency	# Achieving Perm	175	177	91	143	91	67	0	80	52
	% Achieving Perm	25%	25%	31%	35%	41%	24%	0%	40%	20%
	Target	32%	32%	32%	30%	30%	24%	N/A	30%	24%
Residential Utilization***										
Resource Homes	# Homes Developed	33	47	56	21	15	24	N/A	N/A	N/A
	# Resource Homes Stated in Proposal	20	52	40	20	50.4	20	35	N/A	N/A
Safety	# Child Abuse/Neglect in Foster Care	1	5	1	2	0	0	0	0	1
	% of Child Abuse/Neglect in Foster Care	99.86%	99.29%	99.66%	99.52%	100%	100%	100%	100%	99.61%
	Target	99.43%	99.43%	99.43%	99.43%	99.43%	99.43%	99.43%	99.43%	99.43%

*Reflects all children referred until 9/30/06, including some cases referred for Contract Year 2, which began October 2006.

**Springfield Partners began serving children in September 2006.

***The initial operational definition for the residential utilization measure did not clearly identify the actual usage of residential care and a workgroup was formed with both private and public participants. A new operational definition was developed for Year 3 of the contract.

Note: Noted in the Year 1 report were some child abuse and neglect safety measures that were initially reported due to substantiated abuse/neglect findings, but later overturned through an appeal process.

Appendix A										
Detailed Performance-Based Outcomes Report										
Contractual Year Two (10/1/06 to 9/30/07)										
Domains	Data Elements	6ZA Missouri Alliance	6ZB Children's Perm Partner	6ZC St. Louis Partners	6ZD Cornerstones of Care	6ZE Family Advocates	6ZF Boys & Girls Town	6ZG Springfield Partners*	6ZH Jackson Co Pilot	6ZI Greene Co Pilot
First Year Final Re-entries	Total Number of Exits to Permanency from 9/1/05 to 9/30/06	175	177	91	143	91	65	0	80	52
	Duplicated Re-Entries	6	5	6	10	2	3	0	15	0
	% Did Not Re-Enter Care	96.6%	97.2%	93.4%	93.0%	97.8%	95.4%	N/A	81.3%	100.0%
	Target	91.4%	91.4%	91.4%	91.4%	91.4%	91.4%	91.4%	91.4%	91.4%
Second Year Preliminary Re-entries	Total Number of Exits to Permanency from 10/1/06 to 9/30/07	225	225	77	125	62	83	41	61	84
	Duplicated Re-Entries	10	6	3	12	5	2	2	9	5
	% Did Not Re-Enter Care	95.6%	97.3%	96.1%	90.4%	91.9%	97.6%	95.1%	85.2%	94.0%
	Target (or More)	91.4%	91.4%	91.4%	91.4%	91.4%	91.4%	91.4%	91.4%	91.4%
Stability	Unduplicated Population Active During Year 2	723	728	305	376	174	301	154	169	245
	# Children Active During Reporting Period W/0, 1 & 2 Moves During PBC Episode	580	584	246	313	158	257	137	134	210
	% W/2 or Fewer Moves	80%	80%	81%	83%	91%	85%	89%	79%	86%
	Target (or More)	82%	82%	82%	82%	82%	82%	82%	82%	82%
Permanency	Duplicated Population Active During Year 2	732	733	307	387	179	303	156	178	250
	# Achieving Perm	225	225	77	125	62	83	41	61	84
	% Achieving Perm	31%	31%	25%	32%	35%	27%	26%	34%	34%
	Target (or More)	32%	32%	32%	30%	30%	24%	24%	30%	24%
Residential Utilization**										

Detailed Performance-Based Outcomes Report										Appendix A
Contractual Year Two (10/1/06 to 9/30/07)										
Domains	Data Elements	6ZA Missouri Alliance	6ZB Children's Perm Partner	6ZC St. Louis Partners	6ZD Cornerstones of Care	6ZE Family Advocates	6ZF Boys & Girls Town	6ZG Springfield Partners*	6ZH Jackson Co Pilot	6ZI Greene Co Pilot
Safety	Unduplicated Population Active During Year 2	723	728	305	376	174	301	154	169	245
	# CA/N in Foster Care	0	0	0	0	2	0	1	0	1
	% of CA/N in Foster Care	0.00%	0.00%	0.00%	0.00%	1.15%	0.00%	0.65%	0.00%	0.41%
	% No CA/N in Foster Care	100.00%	100.00%	100.00%	100.00%	98.85%	100.00%	99.35%	100.00%	99.59%
	Target (or More)	99.43%	99.43%	99.43%	99.43%	99.43%	99.43%	99.43%	99.43%	99.43%
Resource Homes	# Homes Developed in Year 2	34	56	55	34	9	38	15	N/A	N/A
	# Resource Homes Stated in Proposal	20	52	40	20	50.4	20	35	N/A	N/A
<p>*Springfield Partners began serving children in September 2006</p> <p>**The initial operational definition for the residential utilization measure did not clearly identify the actual usage of residential care and a workgroup was formed with both private and public participants. A new operational definition was developed for Year 3 of the contract.</p>										
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Appendix B

Practice Summit Summary

On February 8, 2008, the Children's Division held a Practice Summit in Jefferson City, Missouri. The purpose of this summit was to bring together public child welfare and the private provider communities to share innovative strategies and dialogue on effective child welfare practices to *share* rather than simply *disseminate* information. Therefore, the format chosen was roundtable discussions with relevant pre-chosen topics. These topics were identified during discussions with the public and private entities at regularly scheduled joint meetings.

In each of the roundtable groups, a facilitator was assigned to guide the discussion and a note taker was assigned to capture the discussion. A Practice Summit Proceedings Document was prepared. Due to the considerable length of the proceedings document, this summary is intended to capture briefly the summit experience.

Each private consortium and the Children's Division regional offices were invited to send four representatives from various employee ranks. CEO's/Regional Directors, Program Managers, Supervisors and Front Line Workers were selected to attend. In addition, Children's Division Oversight Staff were invited to attend and participate in their own group. The groups and the topics were: CEOs and Children's Division's Regional Managers (or designees) discussed communication and court collaboration; Program Managers discussed strategies for achieving permanency and resource development of foster and adoptive homes; Supervisors discussed stability of children in care and recruitment/retention of front line workers; Workers discussed worker visits with children and older youth issues. Oversight Staff discussed providing technical assistance versus supervision and the continued monitoring and use of a case enrollment tracking system.

Summit evaluations completed at the end of the Practice Summit reveal the highest rated roundtable topic was retention and recruitment (53% excellent rating), followed by stability (50% excellent rating). When participants were asked to rate the usefulness of the overall summit, the highest score was received from the supervisors, followed by program managers, then workers.

Since the Practice Summit, participants want to continue sharing practice strategies on a regular basis, which will build relationships between public and private entities engaged in foster care case management.